

Goddard Space Flight Center

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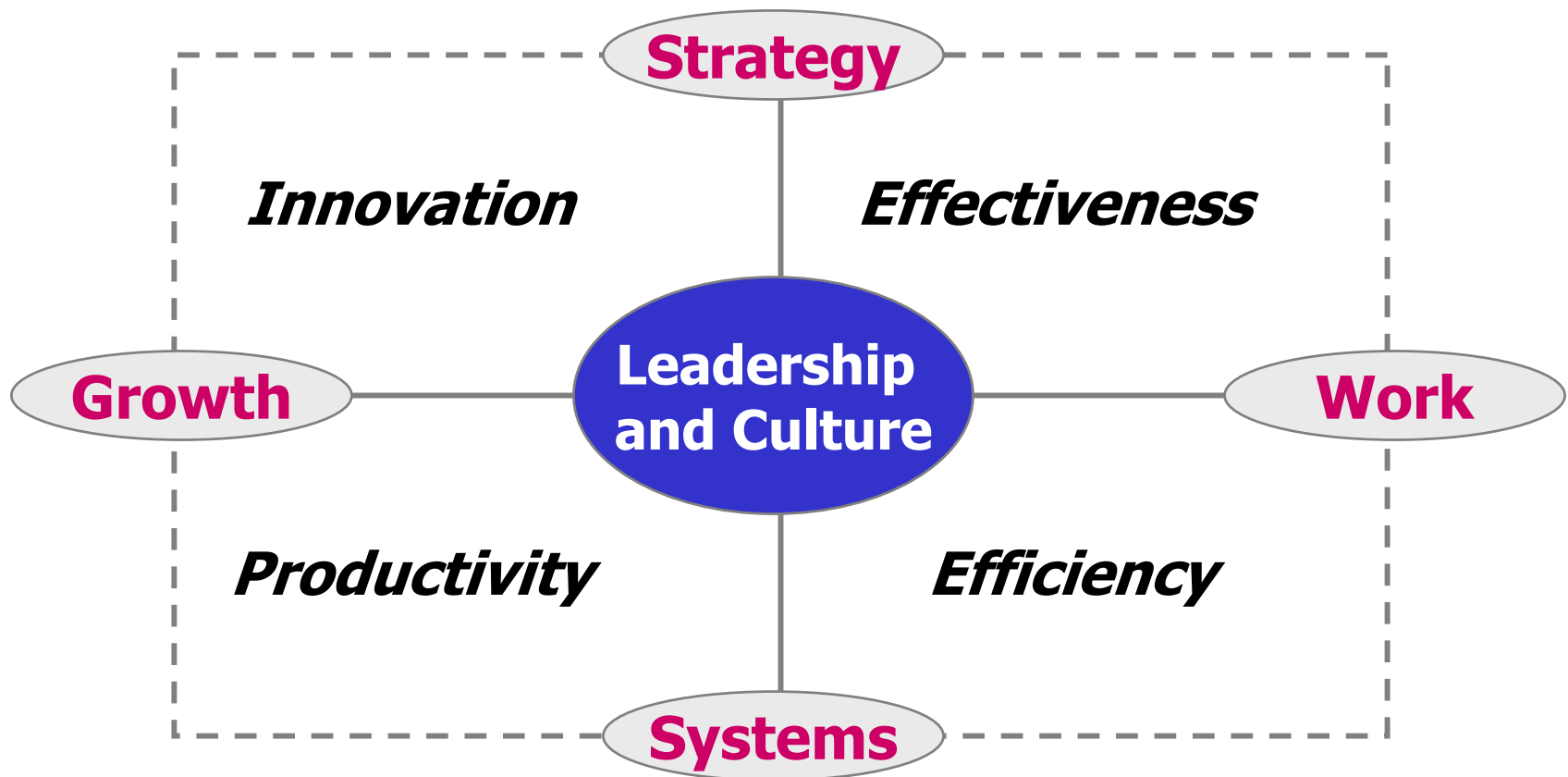
# **Using Powerful Conversations Effectively**

**Phil Harkins**

**October 2001**

# What is an Agenda For Change?

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# **Key Postulates**

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- 1. The nature of leadership is conversational**
- 2. Each leader's impact depends on the power and effectiveness of his or her conversations**
- 3. "High Impact Leaders" have "Powerful Conversations"**
- 4. A Powerful Conversation is a learned behavior**
- 5. A Powerful Conversation is both an art and a technology -- a discipline with many practical applications**

# Key Definitions

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***High-Impact Leader*** = A leader who achieves clear leadership goals, drives change, and forges results, in large part through strategic, intentful communication.

***Powerful Conversation*** = An interaction between two or more people that progresses from shared feelings, beliefs, and ideas to an exchange of wants and needs to clear action steps and mutual commitments.

## **BOTTOM LINE**

High-Impact Leaders engage in Powerful Conversations  
(and back it up with action)

# The Stages of a Powerful Conversation

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*Candor*

*Clarity*

*Commitment*

**INTRODUCTION**

**MIDDLE**

**CLOSING**

- Set up agenda with feeling/belief/idea
- Exchange wants and needs
- Nail down next steps

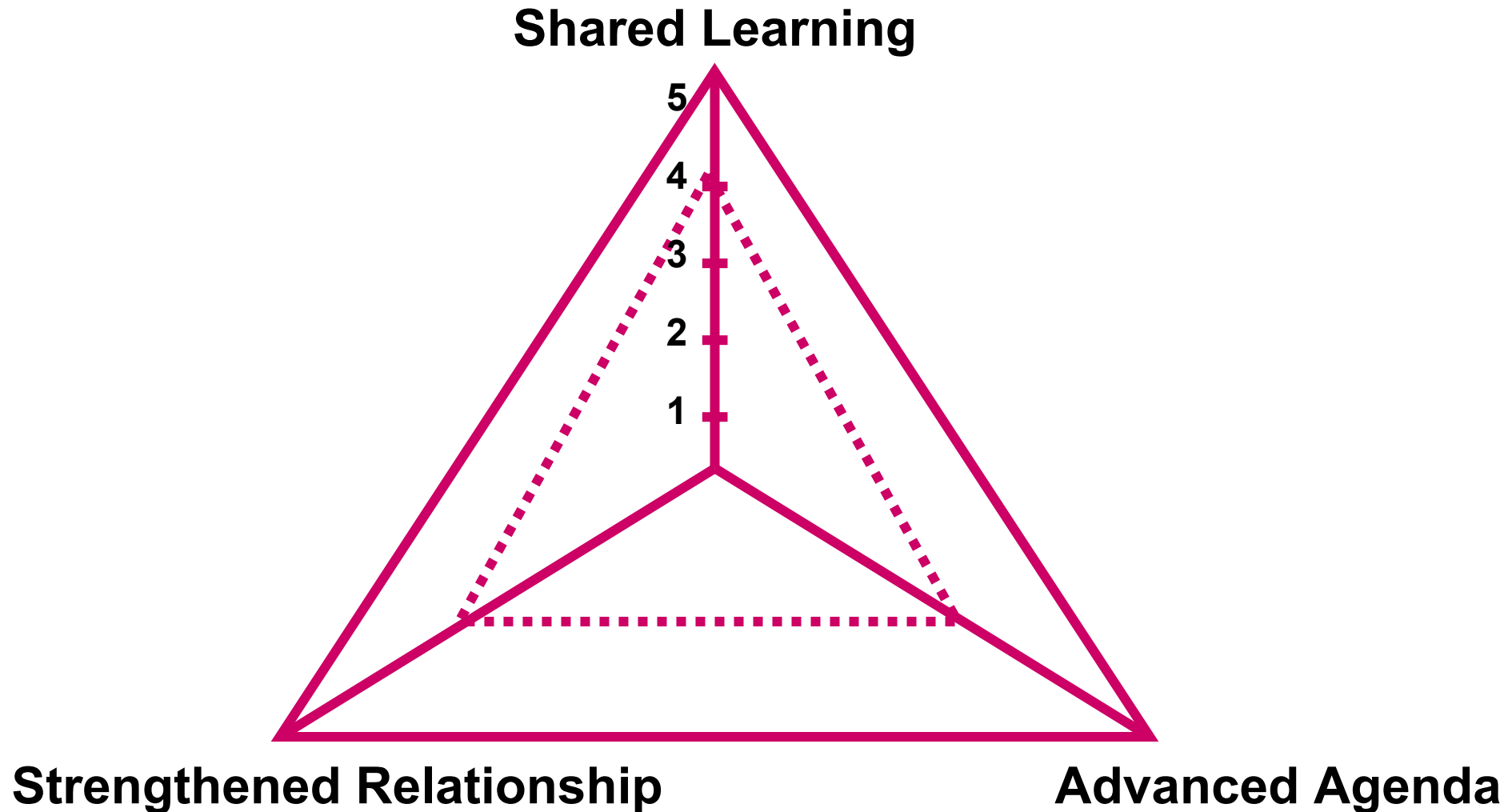
# WHAT STOPS POWERFUL CONVERSATIONS

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- **FEAR**
- **THREAT**
- **EMBARRASSMENT**

# The Measurements of a Powerful Conversation

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# Bad Conversations/Difficult Conversations

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## BAD CONVERSATIONS

- *Definition:* You know it when you're in one
- The Swamp
- Getting out of The Swamp

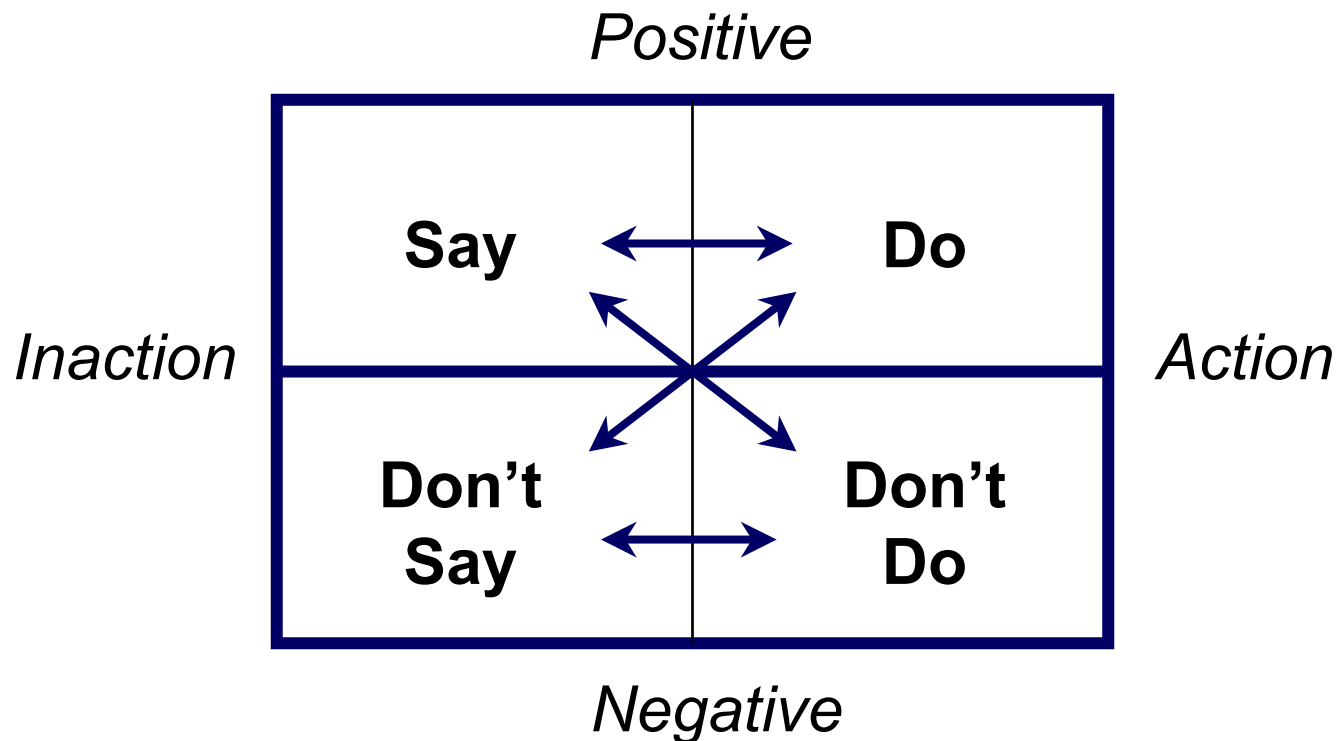
## DIFFICULT CONVERSATIONS

- *Definition:* You know it when you're in one
- The importance of preparation
- Turning "Fear Into Faith"



# The Essence of Trust

## The Say/Do Matrix

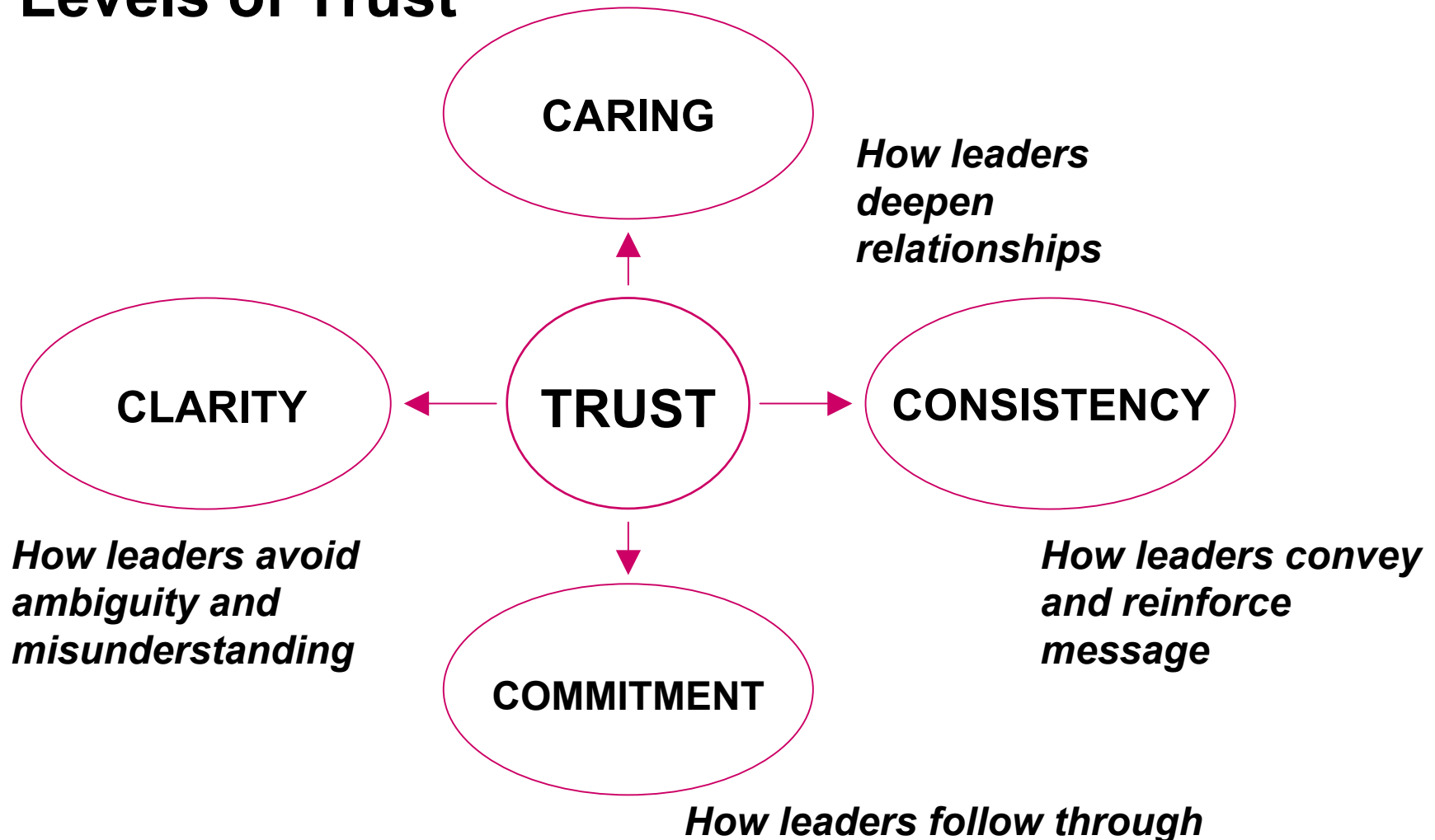


The bridge between having Powerful Conversations and becoming a High-Impact Leader lies in the Say/Do Matrix

# How High Impact Leaders Build Trust

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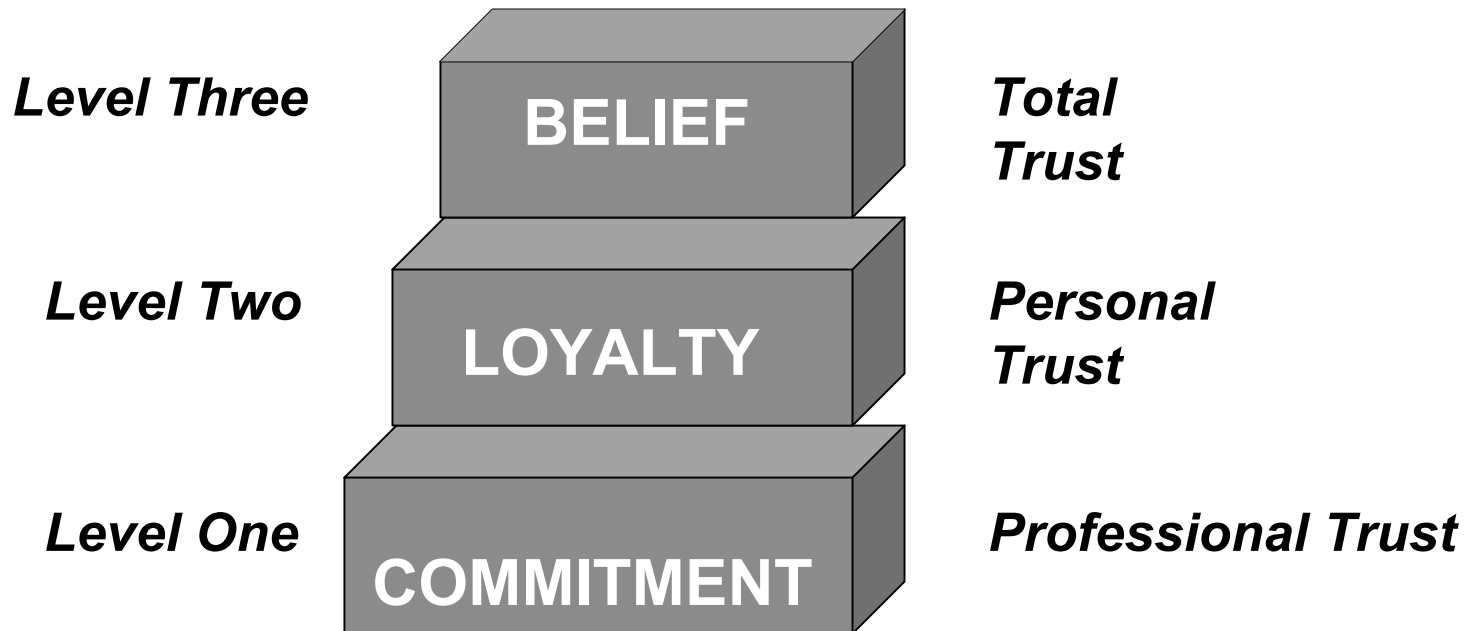
## The Levels of Trust



# How High-Impact Leaders Build Trust

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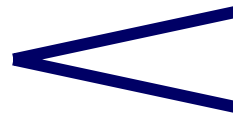
## *The Levels of Trust*



# The Types of Powerful Conversations

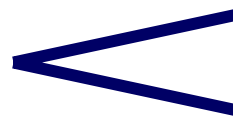
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**Focused Drive**



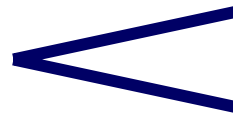
**Focus  
Drive**

**Emotional Intelligence**



**Perception  
Emotional Maturity**

**Trusted Influence**



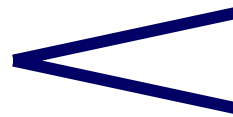
**Commitment  
Empowerment**

**Conceptual Thinking**



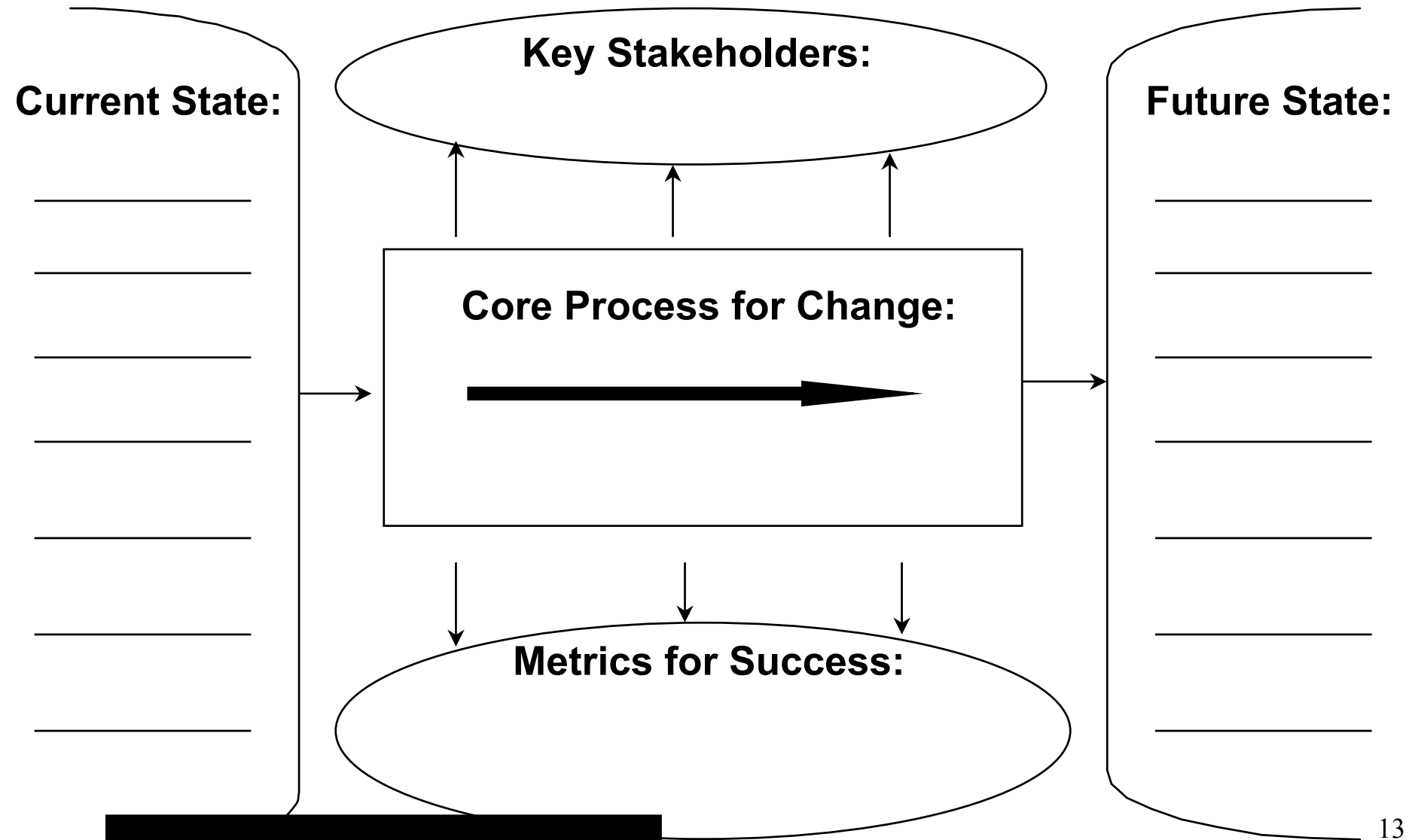
**Innovation  
Big Picture Thinking**

**Systems Thinking**



**Process Orientation  
Mental Discipline**

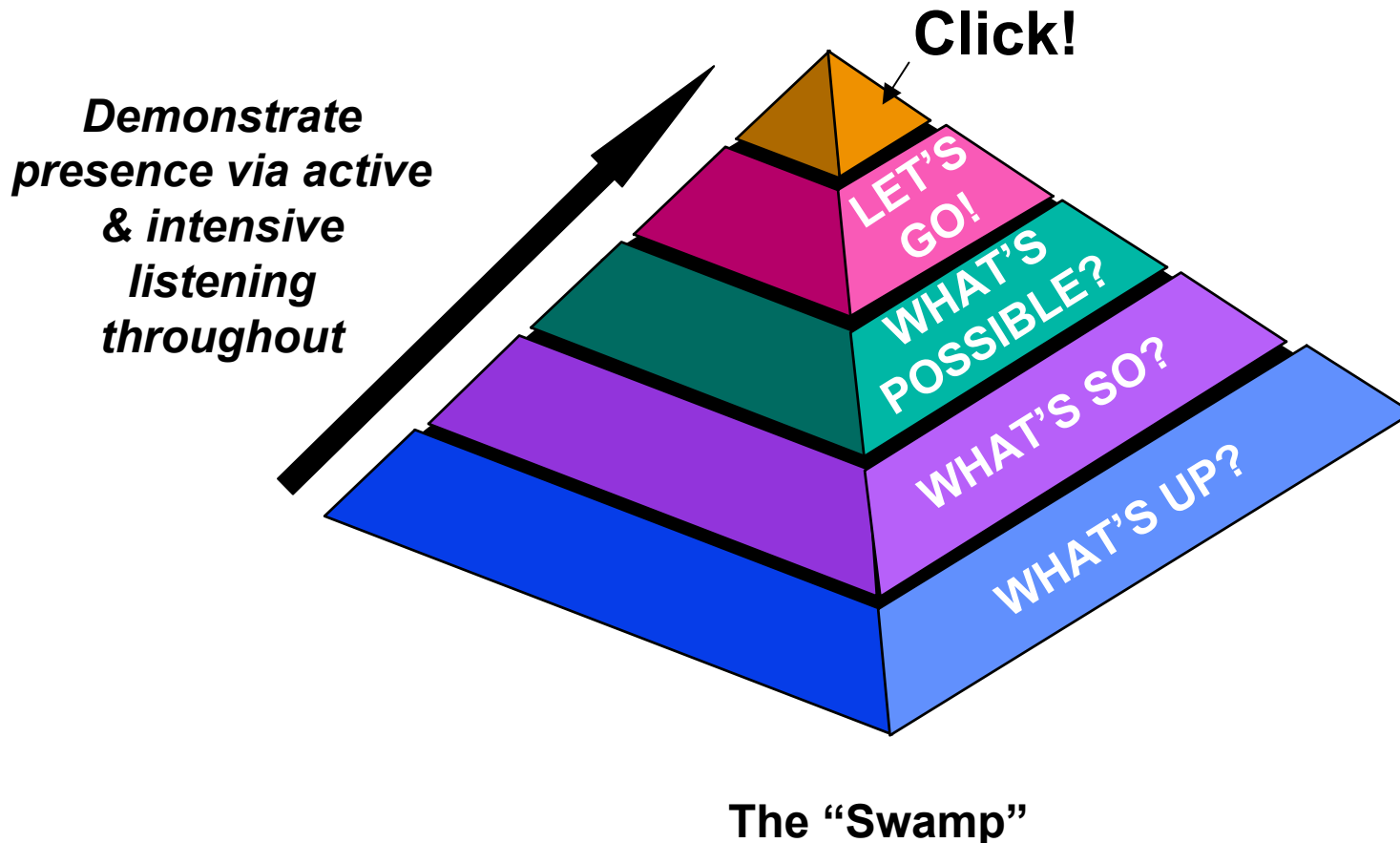
# How High-Impact Leaders Drive Change



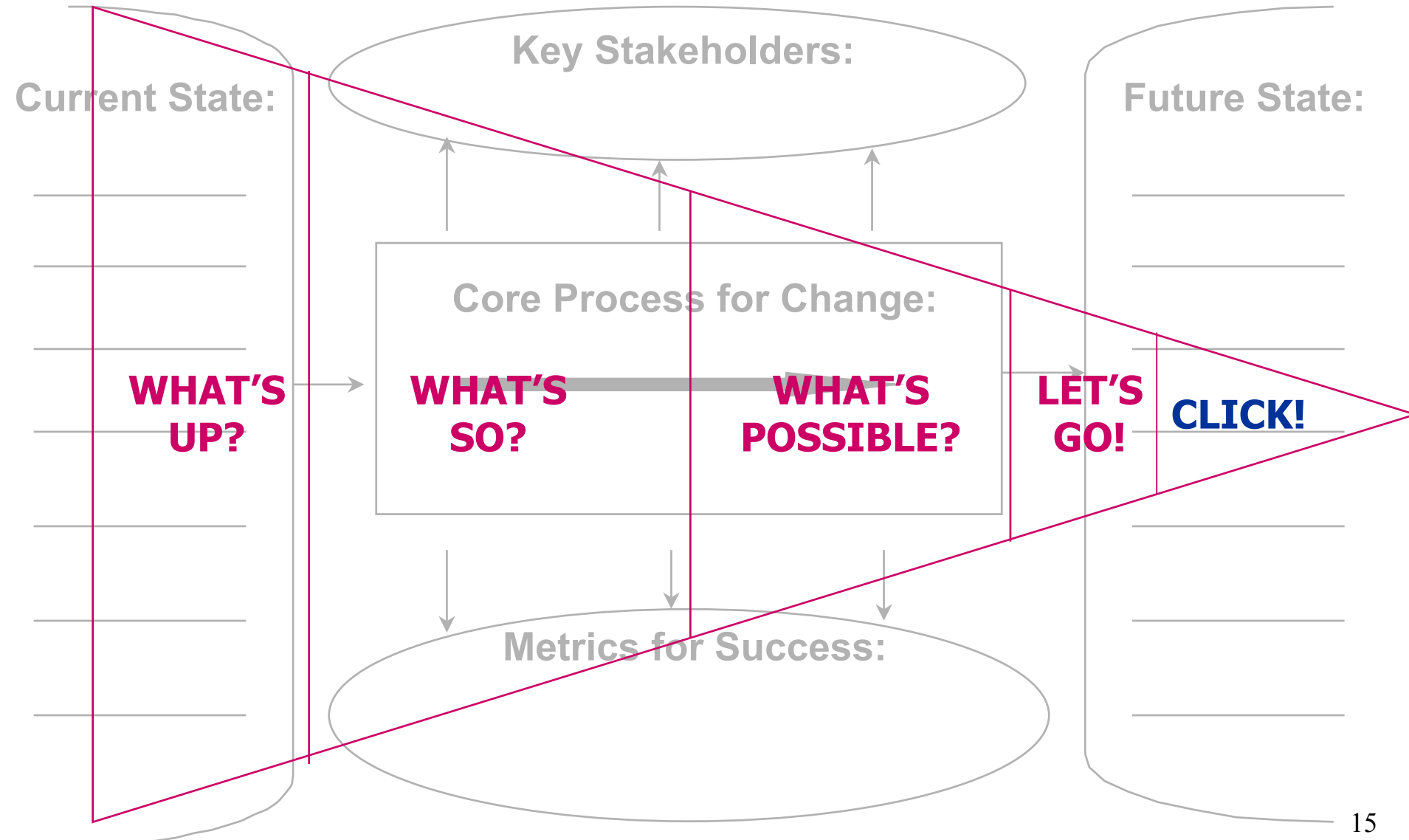
# Powerful Conversations

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## *The Tower of Power*



# Creating A Language To Change



# **How High Impact Leadership Teams Drive Change**

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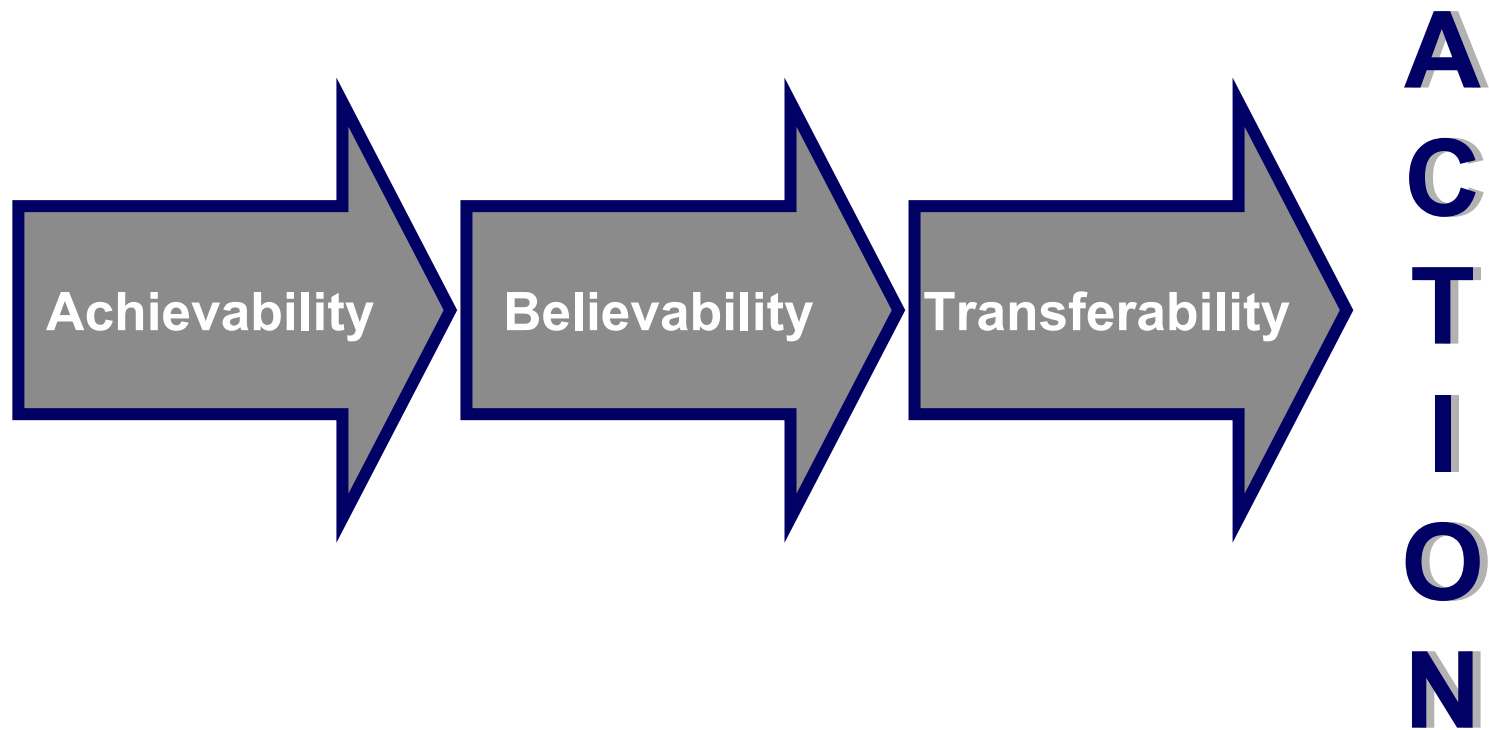
## **Action Steps for Blueprinting**

- 1. Define future state**
- 2. Assess current state**
- 3. Conduct gap analysis**
- 4. Develop core process for change**
- 5. Identify key stakeholders**
- 6. Determine metrics for success**
- 7. Implement via Powerful Conversations involving senior leaders, managers, and Passionate Champions**



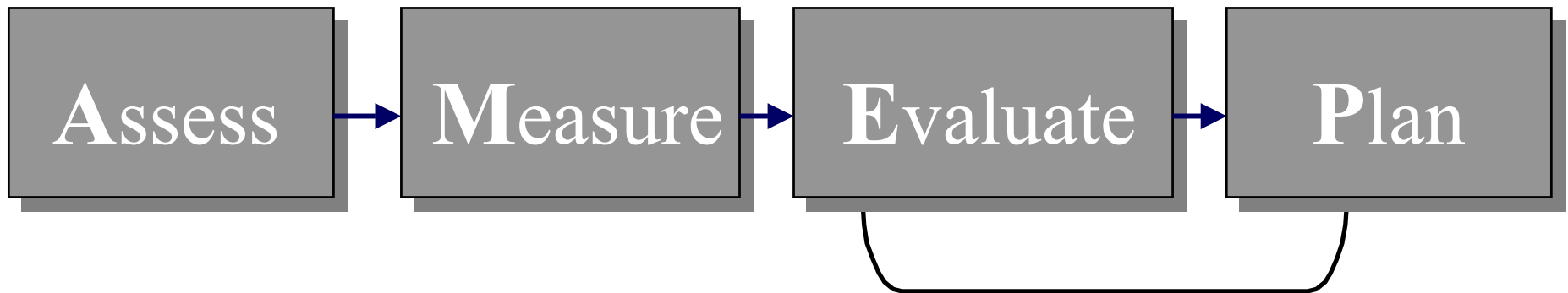
# How High-Impact Leaders Use Powerful Conversations to Drive an Agenda for Change

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# How High-Impact Leaders Retain Great People

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*Through Powerful Conversations*